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President: Mr. Palma Cerna (Vice-President) (Honduras)

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In the absence of Mr. Oh Joon (Republic of Korea), Mr. Palma Cerna (Honduras), Vice-President, took the Chair.

The meeting was called to order at 10.15 a.m.

Agenda item 7: Operational activities of the United Nations for international development cooperation (*continued*)

Dialogue on the longer-term positioning of the United Nations development system (concluding session)

1. **The President** said that during the Council's dialogue process, Member States had, for the first time, discussed the positioning of the United Nations development system as a whole and the interlinkages between functions, funding, governance, organizational arrangements, capacity and partnership approaches. Those interlinkages were critical for ensuring that the development system was prepared to support the implementation of the transformational 2030 Agenda for Sustainable Development. The purpose of the present meeting was to draw some conclusions from the second phase of the dialogue and discuss the way forward.

2. The five core functions of the United Nations development system identified during the dialogue enjoyed broad-based support among Member States. As development challenges became more complex and interconnected, and the capacity of programme countries was characterized by greater diversity, the system would need to develop strong capacity to deliver policy, technical and implementation support in an integrated and coordinated manner. However, the Council's dialogue had revealed a lack of effective interlinkages and alignment among the six areas under discussion. As a result, the delivery of operational activities of the United Nations system often suffered from duplication, overlaps and other inefficiencies. Fragmentation of funding was a major factor behind the lack of interlinkages and alignment; some 75 per cent of total contributions were in the form of earmarked resources, of which close to 90 per cent were strictly earmarked and therefore only indirectly aligned with intergovernmentally-agreed strategic plans and mandates of entities. Such trends, which undermined the multilateral character of the Organization, showed the strong interlinkages that existed between funding and governance. Some Member States had thus called for a better definition of the term "governance" in relation to the United Nations development system, where few governing bodies performed such core governance functions as the negotiation of strategic priorities, key outcome areas, core activities and related funding, and the assessment of the impact thereof. As a result, Member States were unlikely to have strong ownership of key documents and decisions relating to strategic plans and resources frameworks of United Nations entities and, consequently, had little incentive to provide adequate or increased funding for their implementation. Member States also had little incentive to increase non-earmarked, core funding when they had limited information on what those resources were spent on. Consequently, in order to increase the quantity and quality of funding for United Nations operational activities, corresponding improvements would be required in the quantity and quality of governance at the entity and system-wide levels.

3. A number of concrete recommendations had been made during the dialogue to strengthen system-wide governance, management and planning at the global level, including to establish a Sustainable Development Board; redesignate the Deputy Secretary-General as the Deputy Secretary-General for Sustainable Development; and introduce a global strategic framework to facilitate an overview of the work of the United Nations development system. Such mechanisms would need to be mirrored in similar institutional arrangements at the country level, in order to achieve interlinkages and alignment among the six dialogue areas.

4. Member States should consider using the time leading up to the forthcoming quadrennial comprehensive policy review to further explore the interlinkages between functions, funding, governance, organizational arrangements, capacity and partnership approaches. Focused follow-up discussions on such interlinkages could prove to be an excellent investment in the success of the review.

5. **Mr. Gass** (Assistant Secretary-General for Policy Coordination and Inter-Agency Affairs), speaking on behalf of the Under-Secretary-General for Economic and Social Affairs, said that the 2030 Agenda could only be addressed through collective action, which would require the United Nations development system to step up its leadership, develop tailor-made solutions, adopt multi-stakeholder approaches and cut across

vertical lines to move towards horizontal accountability and collective results. Through the Council's dialogue, Member States had built a shared understanding that the United Nations development system needed to reform itself, which primarily meant redefining or refining the functions that it would deliver in different country contexts for the next 15 years.

6. Among the key messages heard during the dialogue, it had been stressed that the development system should focus on results on the ground and support Governments in ensuring that no one was left behind. In doing so, it needed to act universally and in an integrated manner. The system also needed to make fundamental changes in how it planned, operated and cooperated at the country and regional levels; although some progress had been made in that regard, systemic challenges of fragmentation, duplication and competition remained. Change needed to happen at the national, regional and global levels, as well as at headquarters level in order to maximize results on the ground; a shift was needed from a silo mentality to one of universality, collaboration and integration. In addition, Governments themselves needed to adopt a more integrated and better coordinated approach to funding and governing the system. The interlinkages among functions, funding, governance, organizational arrangements, capacity and partnership approaches had to be addressed in a comprehensive and strategic manner. Such changes would require time, perseverance and possibly more investment in making the system fit for purpose. The quadrennial comprehensive policy review could lay the foundations for change by becoming a more strategic instrument for system-wide guidance, and the Council should play a more active role in ensuring its implementation. The United Nations development system had a once-in-a-generation opportunity to align itself behind the Sustainable Development Goals; if successful, it would play a key role in supporting Member States in achieving the 2030 Agenda.

7. The forthcoming quadrennial comprehensive policy review cycle represented a critical opportunity for Member States to provide strategic guidance that would better position the system in the context of the changed development landscape. His Department was currently finalizing the update of the Secretary-General's report on the quadrennial comprehensive policy review, which would serve as one of the background documents for the forthcoming review negotiations.

8. **Mr. Abdulla** (Vice-Chair of the United Nations Development Group (UNDG); and Deputy Executive Director, World Food Programme) said that high-level political commitment, bold leadership, high-calibre talent and a renewed global partnership for development were needed in order to realize the ambitious 2030 Agenda. The vision emerging from the Council's dialogue was that of a strong United Nations development system rising to the challenge of doing business differently and delivering the joined-up support that was essential for advancing sustainable development.

9. UNDG embraced that vision and was already responding rapidly to many requests from the countries it served. It had agreed on a common mainstreaming, acceleration and policy support approach to the Sustainable Development Goals that helped it to make best use of its collective expertise and could be adapted to all country contexts. The Multi-Partner Trust Fund Office was leading preparations for setting up a global pooled funding mechanism, which, with the support of Member States, would help UNDG to provide resources for joint efforts in support of national responses to the Goals. UNDG had issued standard operating procedures for United Nations country teams, which needed to be fully implemented by all of them as best business practice. It had also just rolled out new United Nations Development Assistance Framework (UNDAF) guidance, which demanded much greater and more strategic programmatic and policy collaboration, and was complemented by country team business operation strategies, including for joint administrative services. In addition, it had strengthened the resident coordinator system by revising the resident coordinator competency framework, introducing a new performance management system for resident coordinators and country teams, and implementing a system-wide cost-sharing arrangement. The commitment of Member States to the financing of that system was vital. UNDG was implementing a plan of action for Headquarters to remove the bottlenecks that impeded country teams from delivering as one effectively. It had also significantly improved United Nations development system data collection and analysis.

10. Going forward, the United Nations development system would concentrate its efforts on those functions

where it could add most value, namely, support for implementing, monitoring and reporting on global agreements, norms and standards; integrated and evidence-based policy advice to support countries in embedding the Sustainable Development Goals within national and local plans and budgets; delivering capacity development, technical assistance and service delivery support, particularly in least developed countries, low-income countries and countries in or recovering from crisis; investing in and prioritizing data and national statistical capacities; and convening stakeholders, facilitating knowledge-sharing and leveraging partnerships, including through South-South and triangular cooperation. It was committed to delivering together on those core functions through more integrated approaches, while drawing on its diversity of expertise and experience. The next quadrennial comprehensive policy review needed to provide a strategic and dynamic framework that empowered and repositioned the United Nations development system to maximize its collective impact. UNDG hoped for a new kind of review that would set out the role of the development system in implementing the 2030 Agenda and would serve as an overarching strategic framework for the entire development system. It looked forward to a new generation of country-level UNDAFs, which should be called United Nations Sustainable Development Frameworks in order to capture and incentivize the joined-up efforts required across the various pillars of sustainable development. Full implementation of UNDG standard operating procedures across United Nations country teams required alignment of agency programme and operational guidelines. A shift was also needed towards more differentiated country office models with tailored support in response to individual country needs, resulting in closer operational integration to drive more efficient and cost-effective common operations.

11. In addition, UNDG looked forward to strengthening further the resident coordinator system. Resident coordinators should be able to draw on the best capacities across the system, mobilize funds and distribute pooled funds, make the final decision on strategic objectives in UNDAFs, and incentivize United Nations staff to contribute to shared United Nations results, including through performance management. The United Nations Development Programme (UNDP) was committed to full implementation of the functional firewall by ensuring that resident coordinators delegated authority for the operational management of UNDP country offices. Regional United Nations Development Groups would ensure a code of conduct that covered resident coordinators and reflected the agreed mutual accountability framework. They would also ensure that there was a dispute resolution mechanism able to deal with any alleged breach of the firewall.

12. UNDG would actively pursue new agreements and partnerships with international financial institutions, the private sector and civil society organizations, learning from the best precedents and expanding joint platforms for collective action on the Sustainable Development Goals at the country, regional and global levels. Helping entities in the development system leave old institutional divides behind would require strong commitment and consistent support from Member States. Donor commitment to predictable, sustainable and more flexible funding that better incentivized system-wide collaboration, including more emphasis on pooled funding instruments, was critical.

13. **Mr. Krapp** (Germany) said that his Government had long been committed to reform of the United Nations development system. Improved cooperation within the system was urgently needed not only to support the implementation of the 2030 Agenda, but also to increase the development system's efficiency, effectiveness and capacity in reacting to the needs of developing countries. The "Delivering as one" principle and the strengthening of the resident coordinator system were important elements for achieving an improved presence and visibility on the ground. Appropriate measures were needed to overcome the fragmentation of the United Nations system at the national, regional and global levels, which would contribute to the transparency, responsibility, efficiency and effectiveness of the system and to the optimal use of financial resources. Further deliberations about reform must build upon the long-standing expertise of individual United Nations organizations and take into account what was feasible and realistic under current circumstances.

14. His delegation was fully committed to taking the discussion further in connection with the forthcoming resolution on the quadrennial comprehensive policy review. Since the said discussion would continue in coming years, much would depend on the new

Secretary-General, who should make the subject a priority of his or her political agenda.

15. **Mr. Mminele** (South Africa) said that, bearing in mind the intergovernmental nature of the process, it was of critical importance that the only input reflecting the discussions held during the dialogue on the longer-term positioning of the United Nations development system should be the Secretary-General's report on the quadrennial comprehensive policy review, to be submitted to the General Assembly for consideration and action by Member States during the 2016 review.

16. Interventions at the country level should be made at the request of host countries to ensure that they were in line with national plans and priorities. Donors needed to channel their resources in a manner that supported and met the needs of the intended recipients. The lack of adequate funding remained a challenge to the achievement of sustainable development. His delegation thus reiterated its call for the correction of the perennial imbalance between core and non-core resources. The Council should consider hosting an intergovernmental debate on international development cooperation in order to help Member States find solutions to global financing for development problems in the post-2015 period.

17. His delegation was open to discussing the view of the independent team of advisers that the quadrennial comprehensive policy review should become a system-wide strategy for the entire United Nations development system. The review should focus mainly on development issues, most importantly poverty eradication. Nonetheless, Member States, as the key drivers for implementation of the 2030 Agenda, should take the lead in the review negotiations through intergovernmental deliberations. The United Nations development system needed to be strengthened and steered towards a more developmental path that could meet the challenges of sustainable development and respond to differentiated country needs; to that end it should be aligned with the 2030 Agenda.

18. **Mr. Sobral Duarte** (Brazil) said that in order to enhance synergies and impact and overcome fragmentation, the functions of the United Nations development system should reflect the transformative shifts brought about by the 2030 Agenda in relation to universality, integrality and integration. Universality required the development system to enhance its analytical capabilities regarding the implementation of the Sustainable Development Goals in all countries, including developed countries, although its main focus should be on providing support for developing countries, particularly those identified in paragraph 56 of the 2030 Agenda. A change of mindset that overcame the dichotomy between donors and recipients was needed. The system must also be informed by a multidimensional approach to poverty in order to ensure that progress was better measured and needs were properly addressed. Integrality required the United Nations development system to develop new expertise in relation to some goals and targets. Strategies for achieving certain targets at the national level should be balanced with the need to protect the indivisibility of each Goal and of the Agenda as a whole. A demand-driven approach and national ownership were crucial in that regard. Thematic priorities must be defined by developing countries themselves. The integrated nature of the Agenda meant that the silos between the social, economic and environmental dimensions of sustainable development, as well as those between the 17 Sustainable Development Goals, must be broken down. The multisectoral approach reflected in the design of the Goals must also characterize the United Nations development system. Coordination and coherence should be enhanced, particularly on the ground, between operational activities for development and other United Nations activities, such as humanitarian assistance.

19. Core resources were more important than ever in the context of the Sustainable Development Goals. Increased earmarking undermined flexibility and interlinkages. His delegation was open to proposals on soft earmarking, on the understanding that such an approach would divert funding from hard earmarking, not from core resources. The goal must always be to reduce the level of funding-induced fragmentation. The review of the current governance architecture should be guided by the need to improve the coherence of the United Nations development system by reducing fragmentation, bridging gaps and avoiding overlaps; to build on what was working properly; to enhance accountability for the activities performed by the United Nations System Chief Executives Board for Coordination (CEB) and UNDG; and to ensure the equitable participation of developing countries.

20. **Ms. Sánchez Rodríguez** (Observer for Cuba) said that the proposals of the independent team of

advisers should be further examined. The effectiveness of the United Nations development system must be improved to implement the 2030 Agenda, and inclusive, ambitious and transformative change certainly required development assistance monitoring and implementation mechanisms. However, the greatest challenge facing the system was its inability to address specific national priorities. The establishment of the structures proposed by the independent team of advisers would in fact distance the system from the situation on the ground and hinder operations rather than providing transparency or efficiency. The complexity of the proposed structures would restrict the involvement of countries with few human and financial resources, limit the representation of developing countries and test the perseverance of small delegations in monitoring the accountability of United Nations funds, programmes and agencies.

21. The call for coherence, integration and synergies should result not in a loss of specialization but in new coordinated working practices to attack the root causes of poverty. The need to involve all system actors in a joint effort must not result in simplistic solutions that diluted sustainable development efforts and introduced bias in or imposed conditions on assistance. National sovereignty must be preserved. Governments' concerns and development policies must be respected, national implementation of initiatives must remain voluntary, and inclusivity and transparency were essential. Furthermore, the mandates, authority, specializations and resource mobilization capacities of each individual agency must not be ignored. Although such information needed to be mapped, experience on the ground was also valuable. The resident coordinator system must be strengthened but must remain voluntary, country-led, and based on national ownership and the premise that there was no one-size-fits-all solution.

22. At the current rate of progress, in 2030 the Council would still be planning the establishment of a global Sustainable Development Board and the appointment of a Deputy Secretary-General for Sustainable Development and a full-time President of the Council. The strengths and weaknesses of those proposals must be more thoroughly examined. Since resources were limited, the international community should learn from its successes and failures in order to improve the tools already at its disposal.

23. **Mr. Tatiyapermpoon** (Observer for Thailand), speaking on behalf of the Group of 77 and China, said that, to ensure that the 2030 Agenda was coherently implemented, the United Nations development system should retain its development focus and be strengthened to serve developing countries. Poverty could be eradicated only if the system focused on supporting the sustainable development efforts of Member States; there was no sustainable development without peace and no peace without sustainable development. The system must focus on lifting billions of people out of poverty, respond to the needs and priorities of developing countries, while respecting national ownership and leadership, and take into account the capacities of least developed countries, landlocked developing countries, small island developing States and middle-income countries. In consultation with international financial institutions, transparent measurements of sustainable development progress that went beyond per capita income must be developed and submitted to the General Assembly to ensure that change was coordinated. Those measurements must recognize poverty in all its forms and dimensions, the social, economic and environmental dimensions of domestic output, and structural gaps at all levels. To address fragmentation, overlaps must be identified. Comprehensive mapping was therefore needed to assess current functions in relation to the mandates of each entity of the United Nations development system.

24. The imbalance between core and non-core funding must be addressed to ensure that the system was effective and that the 2030 Agenda was implemented. In that regard, the development system and individual entities should suggest ways in which the donor base could be broadened. Non-core funding must be more flexible and supported with core funding, and core resources must not be used to finance non-programmatic costs associated with activities funded using non-core resources.

25. To provide coherence and ensure that functions were coordinated, the accountability of CEB, the High-level Committee on Programmes, the High-level Committee on Management and UNDG must be enhanced. The underrepresentation of developing countries on the governing bodies of United Nations development system entities must be addressed. The use of corporate evaluation tools would enhance the transparency and accountability of decision-making

and leadership in those bodies. The proposed establishment of a Sustainable Development Board and appointment of a Deputy Secretary-General for Sustainable Development required further discussion. The resident coordinator system should be more responsive to the priorities of programme countries and more representative of the United Nations development system. Within the resident coordinator system, direct coordination was needed at the country and headquarters levels, including with regard to the accountability of the system. The role of partnerships in the implementation of the 2030 Agenda must be enhanced. More Member State oversight of partnerships was needed, and guidelines on transparency, coherence, impact, accountability and due diligence should be adopted, to ensure that the United Nations and individual entities could be held accountable and to avoid reputational risk resulting from conflicts of interest.

26. **Mr. Vestrheim** (Observer for Norway) said that the UNDG proposals for a more strategic and dynamic quadrennial comprehensive policy review in response to the 2030 Agenda contained many elements crucial to the 2016 review. The next resolution should perhaps be given a new title reflecting its status as a "resolution on a United Nations system-wide strategy for more focused, effective and efficient support to the implementation of the 2030 Agenda". The UNDG proposals rightly stated that the United Nations development system should focus on the functions in relation to which it could add most value. It would be important also to clarify how those functions would be adapted to different country contexts, for example, how the system could contribute to sustaining peace and building inclusive States and accountable institutions in fragile situations. He welcomed the emphasis on integrated planning and analysis across the pillars of the Charter of the United Nations; the "one country, one framework" principle; transformative, empowered leadership to address complexity and the need for change; and joined-up operations, including the mutual recognition of business practices. A plan for implementing the proposals was now needed.

27. The proposals on the enhancement of synergies and governance arrangements did not respond to Member State requests to make the system more accountable. Neither did they address the need to strengthen CEB and institutionalize and increase the transparency of cooperation, which was also related to the need to improve the functioning of the Council, including the operational segment. The quadrennial comprehensive policy review should be transformed into an outcome-focused high-level system-wide strategic framework, designed to bring about the expected changes in the United Nations development system. The reforms recently proposed by the United Nations Children's Fund (UNICEF) showed that such a framework could be built through a shorter, simpler review that would serve as a working instrument for the system and Member States. The first outcome, from which the others would follow, should be a more focused system with clearly defined functions.

28. **Mr. Gómez Camacho** (Observer for Mexico) said that the 2030 Agenda could not be implemented through a "business as usual" approach. Any attempt to adapt it to the current United Nations system would be a serious error; the system must exploit its comparative advantages to meet the new requirements. The multidimensional nature of development and the universal, integrated character of the Agenda called for profound change in the provision of assistance, the dynamics of the Organization and the daily work of the United Nations development system. That change must be reflected in the structure, functions and responsibilities of system entities, and would be impossible without coordination, coherence, governance, transparency, cooperation and accountability.

29. The United Nations was in a phase of redefinition that affected, in particular, the pillars of peace and security and development. In April 2016, the General Assembly and the Security Council had adopted identical resolutions on sustaining peace. The Member States were building a new United Nations, with development at its centre, and the landscape was changing rapidly; indeed, the independent team of advisers had not mentioned sustaining peace in its proposals, which had been presented before the adoption of the identical resolutions.

30. The implementation of the 2030 Agenda must destroy silos and overcome fragmentation. Development must result in and sustain peace, and help establish a healthy human environment in which human rights were upheld. The concept of sustaining peace must be reflected in the report of the Secretary-General on the quadrennial comprehensive policy review, since it was essential to the work of the Council. To allow the next Secretary-General to

express an opinion on the matter, discussion of the review should be postponed until the first quarter of 2017, so that the recommendations of the independent team of advisers could be taken into account in decisions on the future of the Organization. The Secretariat must be transformed, and the new Secretary-General would be responsible for bringing the development system into line with the 2030 Agenda, with guidance from Member States.

31. **Ms. Luo** Jin (China) said that the dialogue on the longer-term positioning of the United Nations development system must result in the strengthening of the system to support Member States' implementation of the 2030 Agenda. The most important goal of the Agenda was the eradication of poverty, the main obstacle to sustainable development, along with natural disasters, climate change and public health. The system must focus on development, as mandated, to make best use of its comparative advantage by giving priority to poverty eradication in response to natural disasters, climate change adaptation and the building of resilience. Targets must be established for each stage to ensure prioritization.

32. National ownership and leadership were essential to the success of the system, which should be guided by the needs of programme countries and take into account regional and national situations and different levels of income in the formulation of country programmes to strengthen coordination in development, humanitarian assistance and peacebuilding. Member States and United Nations agencies should endeavour to minimize humanitarian crises resulting from armed conflicts. The United Nations development system should focus on poverty as a fundamental cause of conflict and should build the resilience of developing countries. Development resources should be increased. In recent years, the funding of the system had given cause for concern, since funding targets had not been achieved, core resources had decreased and the composition of resources had been unbalanced. Although the matter had been touched upon in the dialogue, the independent team of advisers had made no recommendations on it and more discussion was needed. Her delegation welcomed the intention of some Member States to increase their contribution to the core resources of UNDP. Developed countries should honour their commitments in official development assistance, increase their core resource contributions and be more flexible with regard to non-core resources.

33. The implementation of the 2030 Agenda required United Nations system agencies to carry out their functions, perform their mandates and coordinate with each other to avoid overlap. Most of the recommendations of the independent team of advisers related to headquarters functions. While the advisers had shown courage in facing up to difficulties, many of the recommendations would be costly and time-consuming if implemented. Her delegation was concerned that the recommendations would limit the dynamism of the system and delay implementation of the 2030 Agenda. The advantage of the system was its extensive presence on the ground and profound knowledge of local needs; best use should be made of that expertise to ensure that the system was effective. Reforms should be considered on the basis of advantages in fields of expertise. The views of Member States should be respected and risks and benefits should be examined to balance coordination with flexibility.

34. **Mr. Abdrakhmanov** (Kazakhstan) said that a coherent, efficient approach was required so that the United Nations development system could help Member States to achieve the Sustainable Development Goals. In supporting the implementation of the 2030 Agenda and the quadrennial comprehensive policy review, the Council should be strengthened to lead and integrate the system and provide system-wide policy guidance and coordination. The President of Kazakhstan had proposed the transformation of the Council into a global development council consisting of States Members of the United Nations, elected by the General Assembly, and the heads of United Nations specialized agencies, including the International Monetary Fund. The Council should be a global economic regulator and promote growth worldwide to reduce the risk of crises and help national implementation of the Agenda. The transformation would take time and effort, but the issue must now be addressed.

35. Through the global strategic framework proposed by the independent team of advisers, United Nations development system entities would be able to link their activities to those of other United Nations entities and other development actors, as well as to national development strategies. A comprehensive map of sustainable development efforts would thus be

obtained. The President of Kazakhstan had proposed that the focus of the development system should change from conflict prevention and post-conflict recovery to a global strategic initiative plan to be adopted by 2045. The plan would end the threat of war, since nations would have equal access to infrastructure, resources and markets and would be accountable for human development. It would bring added value, since there was no peace without development and no development without peace.

36. His Government called for an integrated approach to development and proposed that a United Nations regional hub should be established in Kazakhstan, where 16 United Nations agencies were present. The hub would enhance sustainable development, humanitarian assistance, disaster risk reduction and resilience in the region and beyond, and would help the Organization respond to the region's needs. The United Nations development system should be improved rather than dismantled, and should give priority in the implementation of the 2030 Agenda to least developed countries, small island developing States, landlocked developing countries and African nations.

37. **Mr. Budhu** (Trinidad and Tobago) said that the United Nations development system must transform its approach to sustainable development in order for the ambitious 2030 Agenda to be implemented. The Agenda was essential to the very existence of such small island developing States as Trinidad and Tobago. In discussing the system's longer-term positioning, the unique development challenges facing such States must not be forgotten. The system should fully support the integration of the 2030 Agenda, including the SIDS Accelerated Modalities of Action (SAMOA) Pathway (Samoa Pathway) and other programmes of action, in national development strategies.

38. With regard to the findings of the independent team of advisers and UNDG, any proposals adopted must reflect the principles of the 2030 Agenda, in particular universality and diversity, which included the need for system-wide support to be tailored to national needs. Per capita income was outdated as a criterion for development assistance and capacity-building, and did not reflect the situation of many developing countries, in particular small island developing States. A multidimensional approach to development assessment, based on national priorities and specific needs, should be taken within the system to ensure that the Sustainable Development Goals were achieved. The strengthening of the resident coordinator system was essential to implementation of the Agenda. While attention should be paid to the qualifications and experience of resident coordinators, they must also have the necessary authority to coordinate all the United Nations activities under their purview. Their actions must be transparent and they must be held accountable. The links between the resident coordinators and the regional commissions should be improved to support the resident coordinator system in drawing up regional development frameworks and coherent policies to improve delivery on the ground.

39. **Mr. Milanović** (Serbia) said that a stronger, better coordinated and more efficient United Nations development system was essential to achieving the Sustainable Development Goals. The capacity of the system to support countries in implementing the 2030 Agenda must be reviewed. In order to provide common support for the development of functional capacities and customized support for technical and sector capacities, the system would need to take specific national circumstances into account. Its most important contributions to long-term national development and resilience included the strengthening of national capacities in development planning and disaggregated data collection, analysis, implementation, reporting, monitoring and evaluation. It must also help develop indicators to monitor progress in the achievement of the Goals.

40. Partnerships were essential to implementation of the 2030 Agenda, which was based on the principle of inclusiveness. The United Nations development system should promote multi-stakeholder partnerships, since ambitious and transformative goals would not be achieved without enhanced global partnerships among Governments, civil society, the private sector, academia and the United Nations. More predictable funding should be encouraged and the resident coordinator system — which provided valuable programmatic, policy and operational support — should be strengthened. The proposed changes to that system, and their impact on the achievement of the Sustainable Development Goals, should be carefully considered, since what was needed was not revolution but evolution based on close coordination with Member States. The reforms should include an analysis of the ways in which the United Nations development system could respond to specific national needs. In that regard, the immediate and effective response of the

United Nations country team, led by the resident coordinator, to the recent devastating floods in Serbia could serve as a model for addressing humanitarian crises and natural disasters. Joint, coordinated responses to development needs were more important than ever.

41. **Mr. Sekiguchi** (Japan) said that United Nations development system entities must provide more detailed budgets, since taxpayers demanded effective budget implementation and transparent resource use. The establishment of such a huge entity as the proposed Sustainable Development Board would not improve efficiency, and could be considered only after a thorough cost-benefit analysis. Since national ownership must be respected and assistance tailored to national situations, a country-level approach must be taken in strengthening the resident coordinator system. Although the United Nations development system was fragmented, it had achieved remarkable outcomes. In seeking to improve it, the international community should consider the challenges that it faced and its achievements so far.

42. **Ms. Hentic** (Observer for Canada) said that the core functions of the United Nations development system must be adapted to all contexts. Because of the Sustainable Development Goals, the reformed system would have a role to play in every country but must take into account efficiencies, local ownership and the need for partnerships. Reforms should be built on existing arrangements and should focus on removing bottlenecks and delivering results in the field. The governance of the system at the headquarters level must enable rather than limit such results; leadership, accountability and transparency must improve. UNDG should therefore go beyond its current proposals with a view to improving the resident coordinator system, system-wide planning and reporting of joint results annually, and the relationship between individual boards and system-wide governing bodies, the Council and the high-level political forum on sustainable development.

43. The next quadrennial resolution on the United Nations development system should be outcome-oriented. The UNICEF suggestions for reforming the system, which complemented the UNDG proposals for a more strategic and dynamic quadrennial comprehensive policy review, were to be commended. Such collaboration between UNDG and system entities should continue. The resolution on the review should contain provisions on partnership, system-wide governance and the response to the 2030 Agenda; state the system's essential functions and funding modalities; elaborate on the system's presence at the country and regional levels; and set out such institutional arrangements as the resident coordinator system, country team coherence and the transition from UNDAF to the United Nations Sustainable Development Framework. It should include instructions on the need for a mandate review, in the context of preparing the next set of strategic plans for the funds and programmes, and for mapping of the United Nations development system field presence to rationalize and increase efficiency. A robust performance and monitoring framework should be established, and the follow-up mechanism should be enhanced by strengthening the Council to improve system-wide transparency and accountability.

44. The drafting of the resolution should be a joint exercise. The Department of Economic and Social Affairs should provide guidance on the process, including a timeline for consultations between Member States and the system on the report of the Secretary-General and the main analyses, surveys and assessments related to the resolution.

45. **Ms. Pellegrom** (Observer for the Netherlands) said that it was important to capitalize on the momentum generated by the dialogue and to continue to put forward new ideas. Her delegation believed that the priorities were to strengthen the "Delivering as one" initiative, while continuing to respect national ownership; to move towards more flexible, predictable and pooled funding; to create more synergies to improve service delivery in humanitarian-development work; to emphasize transparency; and to discuss how leadership and governance could be strengthened at the headquarters level.

46. Regarding the way forward, there was a clear need for a more integrated approach to the quadrennial comprehensive policy review, which should be a more strategic instrument and should reflect the 2030 Agenda. The resolution, which needed a more transparent title, should be concise and understandable, provide high-level strategic guidance and constitute an outcome-level framework for the system to ensure better accountability. It was a joint responsibility and the drafting should be an inclusive process from the outset.

47. **Mr. Cho** Yeongmo (Republic of Korea) said that the United Nations development system should build on its unique comparative advantage to tailor its response to the new development landscape and to country needs. It should also focus on strengthening its normative role and on fostering partnerships at all levels.

48. Given the need for sustainable, flexible and predictable resources, the quadrennial comprehensive policy review should address the growing imbalance between core and non-core resources. At the same time, the United Nations must provide more value for money, which would restore confidence in the system and improve that balance.

49. It was important to continue enhancing the system-wide coherence of United Nations development activities. In that regard, his delegation welcomed the progress made in areas such as the "Delivering as one" initiative and the harmonization of business practices across all United Nations agencies. Those efforts should be integrated into all United Nations development operations, which would involve imbuing the resident coordinator system with greater legitimacy and authority through robust accountability mechanisms.

50. The Council should be the main body responsible for system-wide follow-up and the operational activities for development segment was the appropriate forum for discussions on strategic oversight. Member States should receive informal progress reports on a regular basis.

51. Lastly, the United Nations had a crucial role to play in bridging the gaps between peacebuilding, humanitarian and development activities and the quadrennial comprehensive policy review should consider how that could be achieved. It would be necessary to tackle the root causes of conflict and the immediate challenges of humanitarian crises.

52. **Ms. Naeem** (Observer for Maldives), speaking on behalf of the Alliance of Small Island States, said that, although implementation of the 2030 Agenda had to be country-led, small island developing States would require assistance and the United Nations development system must recognize their unique vulnerabilities. The Samoa Pathway, which was the blueprint for the sustainable development of small island developing States and was fully integrated into the 2030 Agenda, called on the United Nations system to support those States in their efforts to implement national sustainable development strategies and programmes.

53. Discussions must focus on improvements to the United Nations development system that would holistically support implementation of the 2030 Agenda. Several of the proposals made by the independent team of advisers warranted further consideration. The Alliance wished to emphasize four key areas for action: increasing the scope and effectiveness of the quadrennial comprehensive policy review in 2016, transforming it into a system-wide tool for assessing, monitoring and reporting on operational activities for development; conducting a mapping exercise of the United Nations development system to identify gaps and areas of overlap; assessing, and reforming if necessary, the executive boards and governing councils for optimal implementation of the 2030 Agenda; and strengthening the role of the resident coordinator so that the United Nations could truly deliver as one on the ground.

54. Successful implementation of the 2030 Agenda by the Alliance would be heavily dependent on partnerships, making the Small Island Developing States Partnership Framework very important. The United Nations development system had a key role to play in strengthening partnerships, and should establish appropriate guidelines, policies and monitoring mechanisms. The development system must consolidate its funds to prevent entities from competing for resources, which further exacerbated the problem of silos. The system should be driven by the needs of developing countries and should support national priorities and capacity-building. National implementation capacity must be improved in order for countries to become self-sustaining. Greater operational flexibility was crucial so that support could be tailored to needs, as a one-size-fits-all approach would not work in the case of sustainable development.

55. **Ms. Stenberg** (Sweden) said that the United Nations development system would have to change in order to implement the 2030 Agenda. However, form must follow function and reforms must ensure that entities were part of a coherent system capable of drawing on all its competencies to respond to different needs at the country level. The system must be world class in terms of its normative role, data collection, monitoring, ability to foster multi-stakeholder partnerships and capacity-building.

56. The second phase of the dialogue had produced several interesting proposals for adjusting the system to meet the needs of the Agenda, in particular with regard to improving operations on the ground and eliminating fragmentation and overlap. In particular, Sweden welcomed proposals on modernizing the United Nations country presence by further developing the "Delivering as one" initiative, reinforcing the capacity and authority of resident coordinators, and improving the coherence between peacebuilding, development and humanitarian activities. High-quality and predictable funding was critical, and efforts to tailor financing to function could drive cohesion and efficiency. Sweden also welcomed the proposal to conduct an independent review of the mandates of the entities that made up the United Nations development system. Lastly, the scope and effectiveness of the quadrennial comprehensive policy review should be enhanced.

57. **Mr. Aguirre Vacchieri** (Chile) said that the proposals made by the independent team of advisers had exceeded expectations. They were both bold and feasible, and some could be implemented immediately. The proposals were intended to provide direction and guidance, which explained why each idea had not been presented in exhaustive detail.

58. With regard to the proposal to appoint a Deputy Secretary-General for Sustainable Development, the idea was to reorient and strengthen the current post, rather than create a new one. The proposal made by Mexico also warranted further consideration.

59. **Mr. Randin** (Switzerland) said that the independent team of advisers had made some extremely interesting and comprehensive proposals. The discussions had focused on substance over process and had laid a solid foundation for the quadrennial comprehensive policy review. He agreed with other delegations that the resolution should be given a more self-explanatory title.

60. The dialogue had served as a good basis for the negotiation of the quadrennial comprehensive policy review resolution, with a focus on a long-term vision for UNDG. In the review, it would be essential for Member States to decide what they wanted to achieve and how to do it. The framework suggested by UNICEF could be used to establish a general direction and set priorities.

61. Switzerland hoped that the constructive and inclusive spirit of the dialogue would continue through to the quadrennial comprehensive policy review, which could potentially represent a milestone for UNDG in the implementation of the 2030 Agenda. However, the scope, structure and focus of the review would require further discussion.

62. **Ms. Sloane** (United States of America) said that her delegation was heartened by the progress made in the dialogue over the previous two years. The United Nations development system must focus on its comparative advantage to remain relevant. Cooperation on the 2030 Agenda would involve countries working together as partners, rather than one region providing resources and advice to another. However, far better coordination would be needed, and the core pillars of the development system must become mutually reinforcing, rather than competitive and overlapping.

63. New ideas were welcome on how best to structure the United Nations development system in order to be able to deliver on the pledges made in the 2030 Agenda. Its services should be tailored to country needs, but in all contexts it had a critical role to play in fostering South-South and triangular cooperation.

64. Funding should be driven by function, and different parts of the system could be funded in different ways. There was a unique opportunity to comprehensively review the funding architecture, taking into account the changing development landscape, and the many interesting ideas put forward.

65. Multi-stakeholder partnerships would be crucial to mobilizing the necessary resources. Ideas were welcome on how to harness the vast potential of partnerships while ensuring accountability from non-State partners. Issue-based coalitions could be expanded upon to achieve the Sustainable Development Goals. In addition, lessons learned from using partnerships to leverage influence and incubate change could be fed back into the system to promote better practices across the United Nations.

66. Her delegation was open to exploring options for optimizing governance arrangements for implementation of the 2030 Agenda, including proposals to devolve the governance of operational activities to the country level or to develop more coordinated system-wide governance.

67. High-quality results-based management and reporting would be needed to accurately measure impact at the country level and determine the effectiveness of the United Nations development system in supporting national implementation of the 2030 Agenda. The results presented by the programmes and funds at the recent annual session of the executive boards had been of a superior quality, an encouraging sign that the system was already adapting.

68. Regarding the quadrennial comprehensive policy review, her delegation looked forward to a resolution that positioned the United Nations development system to help countries implement the 2030 Agenda and trusted that the process would continue to be open and inclusive.

69. **Ms. Merlot** (France), welcoming the consensus on the need to reform the United Nations development system to better coordinate development activities and break down silos, said that France would like to see ambitious reform goals, which might mean improving, streamlining or merging existing structures. Her delegation welcomed the proposals made by UNDG the previous week and was also pleased that the dialogue had brought together so many States to discuss such important subjects as mapping the activities of the system in order to redefine organizational functions, tailoring action to the specific needs of each country and strengthening the resident coordinator system.

70. Discussions should be intensified during the quadrennial comprehensive policy review. However, in order to meet the demands placed upon it by the 2030 Agenda, the United Nations would require more resources. It was to be hoped that the 2016 resolution would be simpler and would be structured around systemic results.

71. **Ms. O'Connor** (United Kingdom) said that the dialogue had been very fruitful and there was broad agreement on the need to move beyond business as usual and to establish a more effective and collaborative system. A number of excellent ideas had been put forward, including proposals for an enhanced resident coordinator system and stronger links between the humanitarian and development agendas.

72. She agreed with the representative of Chile that many of the proposals could be implemented immediately, and it was important to start work as soon as possible. The United Kingdom shared the enthusiasm of other delegations for bringing the constructive and open dynamic of the dialogue into the quadrennial comprehensive policy review negotiations and hoped that the resulting resolution would be short, perhaps inspired by the UNICEF results framework, and would set out the vision and expectations for the system.

73. Her delegation stood ready to contribute to negotiating and drafting the resolution. The world would be watching how the United Nations delivered on the 2030 Agenda; since business as usual was not an option, she hoped that Member States would also avoid the temptation to "negotiate as usual".

74. **Mr. Bhatti** (Pakistan) said that the United Nations development system would play a crucial role in implementing the 2030 Agenda. However, traditional development cooperation was in need of reform and the system would require recalibration to be able to build on the successes to date and respond to the expanded scope and universal nature of the Agenda.

75. A reformed United Nations development system would need to maintain its focus on development and remain strongly engaged with the 2030 Agenda. Its functions must respond to the needs and priorities of developing countries, while respecting national ownership and leadership. It would be vital to strengthen and expand the scope of the quadrennial comprehensive policy review, though the real challenge would be to ensure that the guidance emanating from it was followed.

76. It remained crucial to address the imbalance between core and non-core resources. The earmarking of funds would have a negative impact on comprehensive implementation of the Agenda and was bound to affect the achievement of certain targets and Goals, especially those most relevant to developing countries. The issue should be taken into consideration in recalibrating the system.

77. At the country level, the United Nations development system should complement national efforts to implement the Agenda and should prioritize poverty eradication and sustained economic growth and development. Its activities should be consistent with national priorities and it should make the best possible use of national mechanisms. The role of the resident coordinator should also be strengthened, including his or her accountability to the national

Government, which should continue to lead coordination with development stakeholders and civil society. Bearing in mind that competition for resources remained a major cause of fragmentation at the national level, the issue would require attention if the resident coordinator system was to be strengthened.

78. **Ms. Rakhmatia** (Observer for Indonesia) said that the United Nations development system needed to change in order to be able to support Member States in their implementation of the 2030 Agenda. The Council and the quadrennial comprehensive policy review needed to be strengthened, as did the resident coordinator system, which could be improved by boosting coordination between Governments and the United Nations at the headquarters and regional levels, as well as between the United Nations entities operating in each country.

79. National ownership was very important, in particular in terms of ensuring consistency between United Nations programmes and national development agendas. Bearing in mind the principle of leaving no one behind, a focus on the needs of developing countries and countries in special situations was required.

The meeting rose at 12.50 p.m.